



# PERFORMANCE REPORT

## FINANCIAL YEAR

### 2019/2020

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## LIST OF ACRONYMS AND ABBREVIATIONS

CLE:	Continuing Legal Education
DAF:	Director of Administration and Finance
DLD:	Diploma in Legislative Drafting
DLP:	Diploma in Legal Practice
EAC:	East African Community
F Y:	Fiscal Year which begins on 1 <sup>st</sup> July and ends on 30 <sup>th</sup> June
ICTR:	International Criminal Tribunal for Rwanda
ILPD:	Institute of Legal Practice and Development
MAJ :	Maison d'Accès à la Justice
MINECOFIN:	Ministry of Finance and Economic Planning
MINIJUST:	Ministry of Justice
NPPA:	National Public Prosecution Authority
PS:	Permanent Secretary
RBA:	Rwanda Bar Association
RCS:	Rwanda Correctional Services
RDB:	Rwanda Development Board
RURA:	Rwanda Utilities Regulatory Authorities
S C:	Supreme Court
UR:	University of Rwanda
VRAF:	Vice Rector in charge of Administration and Finance

## **Foreword by the Rector**

The primary mandate of Institute of Legal Practice and Development (ILPD) is to provide legal professional education to persons holding at least a Bachelor's Degree in Law, provide training to those working in the field of justice and in related fields, promote research and disseminate law, collaborate with other institutions of learning and research in Rwanda and abroad, and support any other initiative that may contribute to the promotion of law and justice.

ILPD is committed to always apply innovative approaches to training and jealously stick on its reputation for effective and high-quality courses. Just like in the previous couple of years, during this year, the institute's training programs attracted participants from different African countries including but not limited to: Kenya, Uganda, Ghana, Cameroon, Togo, The Gambia and to mention just a few. ILPD's tremendous popularity and attractiveness to participants from across Africa has been highly attributed to its adherence to the core values of Justice, equity, ethics, integrity and independence.

The interruption of activities due to the outbreak of COVID-19 was not an exception to the ILPD but a global issue. The pandemic caused a freeze of activities for four intakes of DLP and short courses. However, the institute managed to keep its student busy by providing online teaching to its residential students. Even if the activities of the institute were humped, it managed to achieve many of its planned activities where it achieved a budget performance of 81.69%. In ended year the institute proudly started to fully finance its operational activities.

In the coming year the institute plans to resume all halted courses and initiate new ones among others the Diploma in Tax investigation, Diploma in Bailiff's practice, Diploma in Procurement practice and Diploma in Labor Law Practice.



We thank the entire ILPD academic, administrative and support staff, the Ministry of Justice, the Ministry of Finance and Economic Planning, the Ministry of Education, the Higher Education Council, all Justice Sector Institutions, the Rwanda Development Board, as well as our other development Partners, for their respective roles well played in ensuring that the institute continue to be at its high.

**Dr KAYIHURA M. Didas,**  
**ILPD Rector**

## INTRODUCTION

The Institute of Legal Practice and Development (ILPD) established by Law in 2006 is a public higher learning institution that has a mandate of offering professional legal courses, Continuous Legal Education programs and carrying out legal research and dissemination. The establishment of this Institute was part of the implementation of the judicial reforms that the Government of Rwanda embarked on in 2004. To meet the demand for a legal workforce with enhanced skills, ILPD was assigned the task of providing the relevant training, as one of the institution members of the Justice Sector.

This report describes achievements made by the Institute during the financial year 2019/2020. It contains a summary of the key achievements made in the area of training and research as the core mandate of the Institute, finance and administration as supporting service and ends up with a brief on the planning of the new financial year, 2020/2021.

### 1. EDUCATION AND TRAINING

#### 1.1 Introduction

Throughout the FY 2019/2020, Postgraduate program commonly known as “*Diploma in Legal Practice (DLP)*” and various Continuous Legal Education (CLE) courses were offered. DLP is designed to be undertaken mainly by lawyers who want to upgrade and enhance their skills in legal practice and get a qualification to be able to practice as Judges, Prosecutors or Advocates. The program of continuous leaning Education is mostly composed of tailor-made courses offered to people who are in the legal profession and paralegals to update them on particular laws or legal practice.

## 1.2 Post Graduate Programs

### 1.2.1 Diploma in Legal Practice

#### 1.2.1.1 Modes of teaching

The Diploma in Legal Practice is offered in four different modes, namely *full-time mode, part-time Weekend, Part time evening and Executive mode.*

##### ♣ DLP Full Time Mode

The Institute organized and hosted three intakes of the DLP full time mode based in Nyanza. The first intake of 42 students started in July 2019 and ended in December 2019. The second and third intakes of 76 and 83 students respectively started in January 2020 but due to COVID-19 outbreak courses were paused when they were not yet to finish their program. The total number of students enrolled in the mentioned intakes is 201. As discussed above only 42 students from July intake have concluded the program.

It should be noted that the full-time program at Nyanza is the one that attracts most foreign students than any other modes of training applied, mainly due to the available facilities like the excellent accommodation and recreational facilities as well as the calm study environment in a small peaceful city of Nyanza, that allows them to concentrate fully throughout the intensive six months of their classroom lectures and exercises. We do as well have a few foreign students in other modes of study in Kigali, especially those that are already working either in private companies or in international organizations in and around Kigali City.

♣ **DLP Part Time Mode**

**a) DLP evening sessions**

During the FY 2019/2020, 127 students composed of 80 males and 47 females were enrolled for the course of DLP under evening program however only 68 have completed their courses. This was due to the pandemic (COVID-19) outbreak as discussed above on the part of DLP full time mode. This mode of study, just like the executive and the week-end ones, is highly dominated by local students who are either working in and around Kigali or those that do attend classes coming from their homes or from their families and thus, saving the accommodation and living expenses that they would otherwise spend when they enroll as resident students at Nyanza’s fulltime program.

**b) Executive Mode**

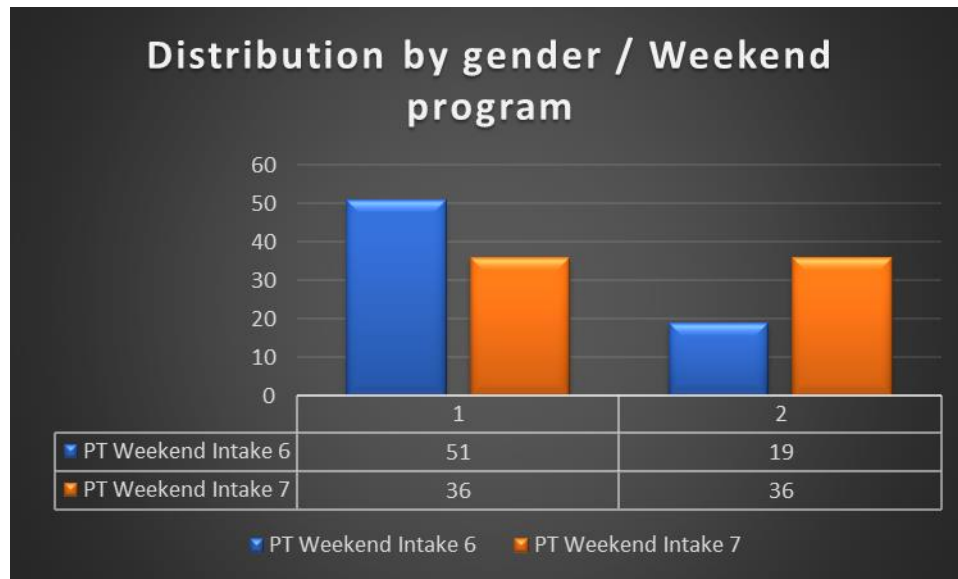
In the FY 2019/2020, one intake of 58 students was being conducted before the pause of classes. This intake is composed of 25 female and 33 male as showed on the graph bellow.



*Figure 1 Distribution of DLP Executive session by Gender*

**c) DLP Weekend Mode**

During the FY 2019/2020, 142 students from two intakes 6 and 7 were enrolled and attending DLP program in Kigali under weekend mode of teaching unfortunately they did not completed due to the problem discussed above. Students of weekend mode were composed of 55 females and 87 males as depicted on the graph below;



*Figure 2 Description of DLP/weekend students*

**1.2.1.2 Modules**

The postgraduate courses are taught in a modular system. The DLP is composed of 8 modules taught in 10 working days each (applied to full time mode, while in weekend and evening a module is taught in one month), generally for each. During the FY 2016/2017, the modules of Diploma in Legal Practice were reviewed after consulting the key stakeholders. The new curriculum was validated; and started being implemented in FY 2017/2018. The list of DLP reviewed modules is attached in Annex 3.

**1.2.1.3 Trainers**

Due to the nature of applied skills required for the trainings offered by the ILPD, the latter always resort to mainly external trainers who are in legal professions. ILPD has around 10

in-house trainers who are mainly charged with modules management, a few lectures as well as involvement in the institute's applied research and consultancy assignments. To be noted is however that, whether in-house or external, the primary criteria for their selection when hiring them are the extensive experiences in their respective practices as Judges, Prosecutors, Advocates or Investigators. A few experienced academics may as well be considered for relevant modules.

In the FY 2019/2020, ILPD contracted 89 highly qualified national and international trainers to train in the DLP program. Trainers were selected based on their knowledge and experience, as well as their proficiency in English. A list of trainers contracted during the whole financial year is attached as Annex 2.

### 1.3 Continuing Legal Education

Continuing Legal Education is another type of program offered by ILPD. This is normally done in terms of short courses, workshops or conferences.

The institute on demand from the stakeholders conducted several short courses. The table below shows the courses conducted, their objectives and number of participants.

No	Title	Beneficiaries	Number of Participants			Objective
			Total	Male	Female	
1	IECMS	Chiefs registrars	33	19	14	b
2	IECMS	chiefs registrars	34	18	16	The overall objective of the training was to give advanced training on the generation and interpretation of reports and advanced usage of IECMS to Court



						Chief Registrars from different Courts in the Kigali and Rwamagana resorts from primary courts, intermediate courts and high court.
3	IECMS	Prosecutors	30	17	13	This training provided the necessary instructions that the user should follow during the data entry and report process. Training was addressed to those who are using or who will use the Rwanda IECMS application to record information on case proceedings at the prosecution offices.
4	IECMS	Prosecutors	30	15	15	Same as above
5	New laws	All MAJ staff	87	48	39	The objective of this assignment was to support the Ministry of Justice to improve access to quality justice by training all MAJ Lawyers on the Organization, Functioning and Jurisdiction of Courts, Law on Civil, Commercial, Labour and Administrative



						Procedure, and the Law Governing Contract. As MAJ staff provide Legal aid, there is a need to capacitate them by providing them with training on newly published Laws, specifically the above mentioned ones
6	Investigation Techniques	Ombudsman staff	29	14	15	The general objective of this assignment was to conduct a training on investigation techniques, evidence collection for Investigators of the Office of Ombudsman; to help them understand the process and procedures of an investigation and how efficiency and effectiveness can be applied in their specific functions. It is indispensable to ensure that officials working in domain of investigation are well skilled in various aspects including investigation techniques, qualification of offences, modes of liability and constituent elements of offences among others



7	Law determining offenses and penalties in general (new penal code)	Judges	28	22	6	The general objective was to discuss and have common understanding with participants about the changes made from the organic law No. 01/2012/OL of 02/05/2012 instituting the penal code which had 766 articles as opposed to the new law No 68/2018 of 30/08/2018 determining offenses and penalties in general that has 335 articles. Some of the articles from the former law were repealed and others appear in other specific laws with criminal provisions, and makes it a major change thus far
8	Law determining jurisdiction of courts and law relating to the civil, commercial, labor and	Judges	24	19	5	The general objective was to discuss with participants about the new law No 30/2018 of 02/06/2018 determining the jurisdiction of courts and law No 22/2018 of 29/04/2018 relating to the civil, commercial, labor and administrative procedure in



	administrative procedure					order to have a common understanding of the articles which could be understood differently and also to simplify the task of trainers who will train others
9	IECMS	Prosecutors	8	5	3	The main objective of Rwanda IECMS is to serve as a centralized and unique database for all justice sector institutions, including the Military Justice, Rwanda National Police (RNP), National Public Prosecution Authority (NPPA), Rwanda Judiciary (RJ), Rwanda Correctional Services (RCS), and Civil Litigation Service (CLS). Also, it is a sector-wide platform to assist all the officials accessing the system to have an easy and ad-hoc access to the information required for processing the cases and implementing day-to-day operations

In total, three hundred and three (303) trainees including one hundred seventy-seven (177) males and one hundred twenty-six (126) females attended the above listed short courses conducted.

#### 1.4 Specialized courses

During the FY 2017/2018, ILPD introduced a new category of training called specialized courses. The program was to implement the 20<sup>th</sup> resolution of the 14<sup>th</sup> National leadership retreat held at Gabiro from 25<sup>th</sup> February to 2<sup>nd</sup> March 2017. The resolution liberated as follows; *“The Institute of Legal Practice and Development (ILPD) and other schools of law have to focus on teaching specialized courses in order to produce more specialized lawyers in different domains;”*

Basing on the guidance of the mentioned resolution, the Institute in collaboration with its stakeholders identified twenty-six (26) specialized courses but developed and started to teach six (6) of them. The developed specialized courses were run starting from end September 2017 up to the mid of the 1<sup>st</sup> quarter of the FY 2018/2019. The specialized courses offered were:

- i. Persons and family law in Practice;
- ii. Corporate law practices and insolvency;
- iii. Practical aspects of economic and financial crimes;
- iv. Banking legal practices;
- v. Practical aspects of contracts and torts;
- vi. International crimes and genocide ideology.

Unfortunately, due to budget constraint, the program of specialized courses was not conducted in FY 2019/2020.

## **2. ADMINISTRATION AND FINANCE**

### **2.1 Introduction**

The department of Administration and Finance deals with administration and finance issues such as human resource development, administration, procurement of goods and services, infrastructure development and management, finance etc. In the FY 2019/2020, ILPD continued the efforts to strengthen its capacity in terms of infrastructure as well as human resource development.

### **2.2 Human Resource Development**

The Institute facilitated academic and research, administrative and technical staff to attend trainings or workshops in their respective areas of work.

Basing on ILPD plan for human resource development, five (5) staff members were trained by Rwanda Management Institute (RMI) on various topics related to their respective duties and responsibilities. One (1) staff, **Mr. TUYISHIME Adiel**, continued his master's study in computer science and engineering, in Italy.

To fill in the vacant posts, ILPD recruited two (2) staff to fill the vacant posts. The list of staff of the ILPD as of 30<sup>th</sup> June 2020 is attached as Annex 1 of this report.

### **2.3. Procurement of Goods and services**

In FY 2019/2020, the Institute acquired various goods and services to enhance its operations. The goods and services were acquired through the following tenders:



No	Type	Tender name
1	Work	Transformation of Board room into Offices and other rehabilitation
2	Work	Expansion of wireless and TV cabling
3	Service	Production and installation of Bill board
4	Goods	Supply of Library books
5	Goods	Supply and Installation of Dry-cleaning machine
6	Goods	Supply and installation of Electronic equipment
7	Consultancy	Hiring a consultant firm for supervision of Transformation of ILPD Board room into offices and other rehabilitations
8	Consultancy	Update the study of Construction of Conference Hall
9	Goods	Supply and Installation of Furniture
10	Consultancy	Study to upgrade ILPD accommodation rooms and design the Cafeteria
11	Goods	Acquisition of furniture, office equipment and fittings
12	Goods	Supply of Electronic equipment (TVs flat screen)
13	Non consultancy services	Provision of Insurance of ILPD vehicle
14	Non consultancy services	Provision of Cleaning and Gardening services
15	Non consultancy services	Provision for Four, Three, Two stars hotel services under Framework contract
16	Non consultancy services	Supply of Electricity to ILPD premises
17	Goods	Acquisition of Plumbing and Electrical Equipment



18	Goods	Acquisition of Vehicle Pick up
19	Non consultancy services	Provision of Printing services/promotional materials for ILPD
20	Non consultancy services	Subscription to sport facilities for ILPD staff
21	Goods	Supply of ICT and Electronic Spare Parts
22	Non consultancy services	Maintenance of ICT and Electronic Equipment
23	Non consultancy services	Provision of Insurance of ILPD Assets
24	Non consultancy services	Provision of Dry-Cleaning service to ILPD
25	Non consultancy services	Subscription to Mail delivery service (Under Framework Contract)
26	Non consultancy services	Provision of Media coverage
27	Goods	Supply of Beverages
28	Non consultancy services	Hiring a class in Kigali for ILPD weekend program
29	Non consultancy services	Hiring cultural troupe for graduation ceremony
30	Goods	Acquisition of Tablets
31	Goods	Acquisition of Graduation certificate Holders
32	Goods	Acquisition of the Office stationaries
33	Goods	Hiring hotel services provider in Nyanza
34	Goods	Supply of Fresh milk
35	Non consultancy services	Provision of catering Services to Kigali staff
36	Non consultancy services	Provision of catering Services to Nyanza staff
37	Goods	Supply of fuel to ILPD on a framework contract
38	Goods	Acquisition of sound system equipment

39	Non consultancy services	Provision of local transport services for ILPD staff and students
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## 2.4. Infrastructure Development

During FY2019/2020, ILPD Furnished the new completed building of the second phase of iMutakara Complex, a project which had started Mid May 2016.



*Figure 3 iMutakara Complex furnished.*

## 2.5 ILPD Budget execution

### 2.5.1 Source of ILPD Budget

The ILPD budget for FY 2019/2020 was made of subsidy allocated from National Budget and revenues generated internally through different activities performed by the Institute. The FY 2019/2020 had a total budget amounting to **2,164,574,538Frw** composed of transfers from central government, grant and own revenues. The Institute financed its operational budget by 100% through its own generated revenues.

### 2.5.2 Budget Performance Report as of 30<sup>th</sup> June 2020

In the FY 2019/2020, the approved budget of ILPD was executed at a rate of **81.69%**, as provided in the table below;

	Original Budget	Revised Budget	Actual	Variiances	Perfor mance
	2019/2020	2019/2020	2019/2020	2019/2020	%
	Frw	Frw	Frw	Frw	N/A
		A	B	A-B	(B/A)*100
<b>RECEIPTS</b>					
Grants and Transfers	529,971,594	708,011,594	621,001,162	87,010,432	87.73%
Other Revenues	1,456,562,944	1,456,562,944	967,987,752	488,575,192	66.46%
<b>Total Receipts</b>	<b>1,986,534,538</b>	<b>2,164,574,538</b>	<b>1,588,988,914</b>	<b>575,585,624</b>	<b>73.41%</b>
<b>EXPENDITURE</b>					
Compensation of Employees	463,704,212	402,177,358	375,184,976	26,992,382	93.29%

Goods and Services	858,858,732	960,735,586	741,017,048	219,718,538	77.13%
Social assistance	3,000,000	3,000,000	104,000	2,896,000	3.47%
Other Expenses	6,000,000	5,000,000	3,637,408	1,362,592	72.75%
<b>Total payments</b>	<b>1,331,562,944</b>	<b>1,370,912,944</b>	<b>1,119,943,432</b>	<b>250,969,512</b>	<b>81.69%</b>

### 3. SUPPORT SERVICES

To satisfy the demands of its academic programs and enhance quality training, the Institute has continued to invest in the library and provision of ICT services.

#### 3.1 Library

The ILPD Library mission is to provide quality information materials and services that facilitate trainers, trainees and surrounding community to carry out academic research functions and related activities like, teaching and offering of legal education courses. Like other departments, during the financial year 2019-2020, the library did various activities including the following:

- The library personnel continued to register library collections into KOHA software adopted by ILPD to enhance management, control and easy access to information resources.
- As per new approved and proposed programs (Labour, Bailiffs, Procurement and Tax investigation): 297 titles were selected to facilitate the teaching and learning activities.
- The Institute signed agreement with research for Life initiative for accessing different e-resources under GOALI (Global online legal information) project.
- Library staff were trained on digital skills needed by Librarians (webinar)

- Under JUST Project, 16 desktop computers (for research purpose) were acquired by the Library.
- Under JUST Project, the Library was equipped with modern shelves, reading tables and Library chairs as pictured below.



- The first issue of Rwanda Law Journal was published. The launching ceremony was officiated by Honorable BUSINGYE Johnston, Minister of Justice/Attorney General.

### **3. 2 Information and Communication Technology (ICT)**

During the financial year 2019 /2020 the following activities were done in a bid to strengthen the Information Communication Technology within the Institute.

- i.* The Institute have been implemented the project to expand the WIFI network across ILPD Nyanza campus
- ii.* The TV cabling were expanded in 28 rooms of first phase building of I Mutakara
- iii.* The institute have acquired 57 TV smart screen for I Mutakara building
- iv.* The institute have launched the tender to supply the 71 desktops for Computer lab and Library, the activity is ongoing
- v.* The first phase building of I Mutakara fire alarm zone was repaired and fire assembly point was done for fire prevention measures.
- vi.* Institute management system were provisionally handed over and maintenance services for 2 years is ongoing from 30 June 2020
- vii.* The following services were also hired by the specialized company to streamline the good services offered to the students, staff and stakeholders of the Institute:
  - Maintenance services of ICT equipment of the Institute and power generators
  - Insurance of ICT equipment
  - Internet Fiber connectivity, website and web mail hosting contract services
  - Security layer socket certificate is implemented on [www.ilpd.ac.rw](http://www.ilpd.ac.rw) and [www.mail.ilpd.ac.rw](http://www.mail.ilpd.ac.rw) domains
- viii.* The following contract have been signed
  - Managed security services based on internet fiber connectivity in both of ILPD campuses have been signed to secure ILPD network and government data and information
  - Fiber internet provision contract was renewed for 2 years

## **4. PUBLIC RELATIONS AND PARTNERSHIP**

### **4.1 Public Relations**

During the ended 2019/2020 FY, activities to increase the awareness of ILPD within the public have not been left behind. Here below are major public relation activities that were conducted:

- Outreach programs in all Universities that have the faculty of law such as UR, ULK, UNILAK, UoK and INES- Ruhengeri.
- ILPD invited AS BARREAU Cameroun for a football friendly football match which coincided with the 8th graduation ceremony. Members of the team went back with ILPD prospectus, magazines, branded notebooks, and pens, key holders for everyone and a crystal award for the team.
- ILPD activities were covered within the local and international media: RBA, igihe.com, umuseke.com, rwandadailynews.com, Isango star, BBC, etc.
- Social media such as Twitter, Facebook and You Tube was used to raise awareness and the institute gained 13,204 new followers.
- Ihuriro magazine Volume 5 was produced and around 500 copies were distributed among the participants of the 8th graduation ceremony, others in Rwandan schools of Law during the marketing campaign. The same as 100 copies of the prospectus were distributed mostly to the delegation of AS BARREAU Cameroun who came for a friendly football match and participated in the 8th graduation ceremony. Other copies were shared in the JRLOS institutions and schools having faculty of Law.
- Many promotional materials (T-shirts, notebooks, pens, banners, magazines, prospectus, brochures, etc.) were ordered and distributed among the stakeholders during different campaigns.

## **4.2 Partnership**

ILPD believes in cooperation and partnership. The Institute kept building on good relations it has with other institutions whether public or private. Currently the institute has signed memorandum of understanding (MoU) with twenty-two (22) institutions as listed in annex 6. Such MoUs facilitate the good collaboration between institutions, and ILPD has started yielding from them.

## **5. CIVIC EDUCATION**

Staff at ILPD are meant to be good citizens. It is in this regards that the management of the institute organises public lectures on matters of civic education. Due to the outbreak of COVID-19, gathering of people was not advised in line of limiting its propagation. The recent and only lecture of the FY was made on 20<sup>th</sup> February 2020 at the institute's premises in Nyanza. The speaker of the day was NTEZIMANA Laurien the coordinator of Association Modeste et Innocent (AMI). His lecture was intitled "Ndi umunyarwanda mu gusigasira indangagaciro na kirazira z'umuco nyarwanda." His locution was stressing on how Rwandan values found in its culture can be restored through Ndi umunyarwanda program.

## **6. PLAN FOR 2019/2020**

The life of ILPD is a continuous process like any other institution with unlimited mandate in terms of time. Activities executed in one financial year cannot stand-alone, they need to be continued, complemented or maintained by others in the following financial year(s). It is in this regard that the conclusion of the briefing on the achievements of ILPD in the FY 2019/2020 cannot be done without mentioning the broad lines of activities planned in FY 2020/2021.

The focus of the FY 2020/2021 will be to increase the number of students attending DLP courses through different modes of teaching namely; Part Time Mode, Weekend, Full time and Executive Mode. The objective is to equip legal professionals with the skills they need to carry their job professionally.

The focus will also be put on diversification of courses offered, targeting especially specific needs of clients and stakeholders in terms of legal trainings.

The following activities are planned for the FY 2020/2021 both in academic as well as in Finance and Administration departments:

### **6.1 Academic department**

The academic department plans to continue enhancing its capacity to offer quality trainings in the FY 2020/2021. Some of the key activities planned in the new financial year include:

- Organize two intakes for the DLP in Nyanza, Full time mode;
- One intake of DLP Executive Mode program;
- One intake of DLP Evening Mode program;
- One intake of DLP Weekend program;
- Conduct at least three legal researches;
- Start four new Post Graduate Diploma programs (Diploma in Labour Law Practice (DLLP); and the Diploma in the Bailiffs' Practice (DBP), Diploma in Tax investigation (DTI) Diploma in Procurement Practice (DPP).

### **6.2 Administration and Finance Department**

In 2020/2021 financial year, the administration and finance department as a supporting department shall focus on the following:

- Start renovation of ISANGANO Hall;



- Marketing ILPD activities within the country and in the region;
- Acquisition of goods and services to enhance operations of the Institute;
- Progressively enhance human resources development by offering different short courses;
- Purchase and maintain library books and subscribe to various newspapers;
- Maintain and upgrade library software.

## ANNEXES

### Annex 1: ILPD Staff 2019/2020

No	Names	Position	Status
1	Dr KAYIHURA M. Didas	Rector	Under statute
2	SHIRIMPUMU N. Erick	Acting VRAF	Under statute
3	MUSAFIRI Epimaque	Acting Academic Registrar	Under statute
4	NDAYIRINGIYE Ferdinand	DLP Coordinator	Under statute
5	NIYIBIZI Tite	Lecturer	Under statute
6	NZEYUMUKAMA Emmanuel	Driver	Under statute
7	BENURUGO Alice	Administrative assistant/VRAF	Under statute
8	MUKARUZIGA Alphonsine	Internal Auditor	Under statute
9	LUGIGANA Charles	CLE coordinator	Under statute
10	MUNYENGANGO Jean Baptiste	ICT Officer	Under statute
11	BONGERA Ines	Librarian	Under statute
12	RWABUKWISI Justin	Librarian	Under statute
13	MUGISHA Richard	Director of Library	Under statute
14	HAKAMINEZA Celestin	Procurement Officer	Under statute
15	TUYISHIME Adiel	System Administrator	Under statute
16	RINGUYENEZA Patrick Constantin	Warden	Contractual
17	NYIRAMINANI Sarah	Acting administrative assistant/ rector	Contractual
18	INGABIRE Juvenal	Acting DAF	Under statute
19	KARAMAGE Paul	Record and Examination Officer	Under statute

20	NZAKOMEZA Samuel	Director, Training and Research & Consultancy	Under statute
21	NIYIGENA Samson	Librarian	Under statute
22	UMWANANKABANDI Nadine	Librarian	Under statute
23	BIGIRIMANA Consolate	Lecturer	Under statute
24	BAGWANEZA SADIKI Dieudonne	Lecturer, Academic Dean	Under statute
25	KABUYE NGENDA HAYO Jean	Lecturer	Under statute
26	NSENGUMUREMYI Cyldion	Lecturer	Under statute
27	NDAMAGE Ferdinand	Lecturer	Under statute
28	SINGURANAYO ELYSEE	Accountant	Under statute
29	NDEKEZI AIMABLE	Accountant	Contractual
30	NIYITEGEKA ANASTASE	Electrician	Contractual
31	UWANYILIGIRA Jeanne d'Arc	DLP Coordinator	Under statute
32	SIBOMANA Jean d'Amour	PRO	Under statute
33	HABYARIMANA EVARISTE	Plumber	Contractual
34	NSHIMIYE GITARE	Planning Officer	Under statute
35	MWEMEZI RUTTA John	Lecturer	Contractual
36	NSHIMIYIMANA Jean Marie	Tax Accountant	Contractual
37	MUKANSANGA Clarisse	Secretary	Under statute

**Annex 2: List of DLP trainers 2019/2020**

	Names	Gender	Nationality	Qualification
1	Justice Dr NTEZILYAYO Faustin	M	Rwandan	PHD
2	Honourable BUSINGYE Johnson	M	Rwandan	PGD
3	Justice Dr. UGIRASHEBUJA Emmanuel	M	Rwandan	PHD
4	Justice RUKUNDAKUVUGA Francois Regis	M	Rwandan	Masters
5	Justice Dr KARIMUNDA Aimé	M	Rwandan	PHD
6	Mr. HAVUGIYAREMYE Aimable	M	Rwandan	Masters
7	MUTANGANA Jean Bosco	M	Rwandan	Masters
8	KALIHANGABO Isabelle	F	Rwandan	Masters
9	Justice Prof NGAGI Alphonse	M	Rwandan	PHD
10	Justice MUTASHYA Jean Baptiste	M	Rwandan	Bachelors
11	Justice KALIWABO Charles	M	Rwandan	Masters
12	Justice GASORE Prosper	M	Rwandan	Masters
13	Justice KIBUKA Jean Luc	M	Rwandan	Masters
14	Justice KADIGWA G.	M	Rwandan	Masters

	Laurien			
15	Justice RUTAZANA Angeline	F	Rwandan	Masters
16	Justice HATEGEKIMANA Bernard	M	Rwandan	Masters
17	Mr. NTETE Jules Marius	M	Rwandan	Masters
18	Dr. WIBABARA Charity	F	Rwandan	PHD
19	Mr. HABARUREMA Jean Pierre	M	Rwandan	Masters
20	Mr. SIBOYINTORE Jean Bosco	M	Rwandan	Masters
21	Mr. NIYONZIMA Vincent	M	Rwandan	Masters
22	Mrs HABYARIMANA Angelique	F	Rwandan	Masters
23	MBARAGIJIMANA Desire	M	Rwandan	PGD
24	Mrs DUSHIMIMANA Claudine	F	Rwandan	Masters
25	Mr. NYIRURUGO Jean Marie Vianney	M	Rwandan	Masters
26	Maître KAVARUGANDA G. Julien	M	Rwandan	Masters
27	Maître RUTABINGWA Anastase	M	Rwandan	Masters
28	BUTARE Emmanuel	M	Rwandan	Masters
29	Maître RUKANGIRA Emmanuel	M	Rwandan	Masters



30	Maître Dr. KAYITANA Evode	M	Rwandan	PHD
31	Maître MUGENI Anita	F	Rwandan	Masters
32	Maître RUSANGANWA Jean Bosco	M	Rwandan	Bachelors
33	Maître MUGISHA Richard	M	Rwandan	Masters
34	Maître RUBASHA Herbert	M	Rwandan	Masters
35	Maître SERUGO Jean Baptiste	M	Rwandan	Masters
36	Maître HABIMANA Pie	M	Rwandan	Masters
37	Maître KAYIJUKA Ngabo	M	Rwandan	Masters
38	Maître BUGINGO Jean Bosco	M	Rwandan	Masters
39	Maître MAGOBA Ronnie	M	Rwandan	PGD
40	Maître MITSINDO Tom	M	Rwandan	Masters
41	Maître MALALA Aimable	M	Rwandan	Masters
42	Maître MUKAMA Happy	M	Rwandan	Masters
43	Dr. MASENGO Fidele	M	Rwandan	PHD
44	Mr. MUVARA Pothin	M	Rwandan	Masters
45	Mrs NYIRANSHIMIYIMANA Christine	F	Rwandan	Masters
46	Mrs. UMUTESI Annet	F	Rwandan	PGD
47	Mr. NDENGEYINKA William	M	Rwandan	Masters
48	KAMANZI Innocent	M	Rwandan	Masters
49	SP KARASIRA Jean Claude	M	Rwandan	Bachelors



50	Dr Réné	MUNYAMAHO RO	M	Rwandan	PHD
51	Dr Richard	KARUGAR AMA	M	Rwandan	PHD
52	NTWARI	Emile	M	Rwandan	Masters
53	MATSIKO	Joseph	M	Ugandan	PGD
54	TUMWEB AZE	John	M	Ugandan	Masters
55	NDATAB AYE	Innocent	M	Rwandan	Masters
56	KATABO GAMA	Aoron	M	Rwandan	PGD
57	BANGAY ANDUSHA		M	Rwandan	Masters
58	GASANG WA	Ezra	M	Rwandan	PGD
59	Dr RUVE BANA	Etienne	M	Rwandan	PHD
60	Dr MULE EFU	Alphonse	M	Rwandan	PHD
61	ATWIJUK IRE	Dennis	M	Ugandan	Masters
62	GASANA	Raoul	M	Rwandan	Masters
63	SP BISAN GWA	Modeste	M	Rwandan	Masters
64	MAZIMPA KA	Jean Paul	M	Rwandan	Masters
65	SEBUCEN SHA	Leonard	M	Rwandan	Masters
66	BYAKATO NDA	John	M	Rwandan	Masters
67	GAPARAY I	Iddi	M	Rwandan	Masters
68	NIYOND ORA		M	Rwandan	Masters
69	NSENGI YUMVA		M	Rwandan	Masters
70	NDAHIRO	Isaac	M	Rwandan	Masters
71	GARA	John	M	Rwandan	Masters
72	GAKUNZI	Valery	M	Rwandan	Masters
72	UWICYE ZA	Bernadette	F	Rwandan	Masters

73	NGOGA Thiery	M	Rwandan	PGD
74	SEZIRAHIGA Yves	M	Rwandan	Masters
75	DUSHIMIMANA Lambert	M	Rwandan	Masters
76	MUNYANGAJU Damascene	M	Rwandan	PGD
77	BADEGE	M	Rwandan	PGD
78	TWAGIRAYEZU Jean Marie	M	Rwandan	Masters
79	BAHIZI Alex	M	Rwandan	Masters
80	Prof NUWAGABA Alfred	M	Ugandan	PHD
81	Justice AKAMBA Joseph	M	Ghanaian	Bachelors
82	GATERA Jean Clément	M	Rwandan	Masters
83	TWAHIRWA Jean Baptiste	M	Rwandan	Masters
84	BYABAGABO Fred	M	Rwandan	Masters
85	KAMANZI Désiré	M	Rwandan	Masters
86	GAFASHA Isaac	M	Rwandan	Masters
87	NTAGANIRA Emmanuel	M	Rwandan	Masters
88	KAYIGI Léon	M	Rwandan	Masters
89	SANGANO Yves	M	Rwandan	Masters



**Annex 3: DLP Modules description.**

<b>Module</b>	<b>Program Outcomes</b>
1 General Legal Culture	This module aims at enabling the trainees to cope with advanced legal research, general principles of common law and civil law, and the statutory interpretation and use of precedents.
2 Interviewing	This module aims at enabling students to conduct interviews with clients, witnesses and suspects effectively and efficiently. It will therefore also serve as a foundation for other, later modules which deal with specific areas of practice for which these skills are particularly important.
3 civil and commercial transactions	This module aims at giving a hands-on experience in the everyday practice of the work as a lawyer. It will enable students to understand different transactions relating to land registration, land tenure, transfer of land and other household properties. This module will equip the trainees with practical skills of deal negotiation, sale and commercial lease agreement, negotiable instruments and other related documents, company incorporation, mergers and acquisitions, insolvency practice, Public Private Partnerships, procedural aspects of intellectual property and the capital market.
4 Alternative Dispute Resolution	This module aims to ensure that students are aware, and understand the potential advantages and disadvantages, of the processes of negotiation, mediation and arbitration which are available, as an alternative to litigation, to settle a dispute. It will,



	<p>therefore, equip them with the ability to decide on which process to adopt in any particular case; and with the skills which they will require, in order to use these processes on behalf of their clients.</p>
5 Contract Drafting and Principles of Legislative Drafting	<p>This module aims to enable students to understand the principles and purposes which govern the drafting of any legal document, with a specific emphasis on contracts and legislation; and to equip them with the skills to draft for themselves, such documents, and to a standard that they will be expected to achieve in practice.</p>
6 The course of civil suit	<p>This module aims at enabling the trainees to establish a thorough understanding of the professional conduct and ethics for judges, to gain a comprehensive understanding of legal procedures in civil; to demonstrate an understanding of court management administration and the use of IECMS; to ensure that students can conduct a hearing and can draft good judgments; demonstrate the ability to apply the law and use of precedent in judgment writing as well as dealing with post trial procedures.</p>
7 Criminal Process	<p>This module aims at enabling the trainees to understand the pre-trial process, criminal dossier preparation, to select the criminal charges, to evaluate the evidence and to prepare a criminal defense case. It introduces trainees to the investigative work of prosecutors and the relationship between prosecution and judicial police as well as the role to be played by each one. It also introduces trainees to a practical knowledge of evidence law and the ability to understand how it operates in practice and efficient method of retrieving information from witnesses. Briefly, this module seeks to develop trainees' knowledge on the entire process of a criminal</p>



	case; from the arrest of a person to the execution of the judgment.
8 Practice Management	This module will focus upon the following areas of professional practice: Admission and Ethics for Advocates, advocates collaborations and forms of associations, setting up a cabinet, management of the cabinet, dealing with client money, marketing, client care and EAC freedom of establishment.

**Annex 4: Institutions/organisations signed MoUs with ILPD**

No	Institution/Organization Name	Year of Signature
1	DIU Dutezimbere Ubutabera	2018
2	Rwanda Bridge to Justice (RBJ)	2018
3	Capacity Development and Employment Service Board (CED-RDB Now)	2017
4	Ministry of Justice	2017
5	Kigali International Arbitration Centre	2016
6	Office of Ombudsman	2016
7	Great Lakes Initiative for Human Rights and Development	2016
8	Capacity Development and Employment Service Board (CED-RDB Now)	2017
9	Rwanda Correctional Service	2015
10	The Judiciary of Rwanda	2014
11	Nyanza District	2014
12	Institute of Applied Sciences	2014
13	African Centre for Legal Excellence	2014
14	The Hague Institute for Global Justice	2014
15	ICT-LO- DUNGCA	2013
16	Kigali Bar Association (Rwanda Bar Association Now)	2013

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17	University of Rwanda	2013
18	Rwanda National Police	2013
19	The Peace Corps	2013
20	American Bar Association	2013
21	MDF	2011
22	Legal Aid Forum	2020



Trainees in a moot court



Law dissemination and awareness in the community



ILPD accommodation room(s)



Trainees in short course on IECMS